Lawrence Livermore National Laboratory

Integrated Safety Management Recertification at LLNL
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Integrated Safety Management Provides the Framework for Continuous Improvement

Safety Conscious Work Environment

Integrated Safety Management System

Integrated Management System

Developing an Integrated Management System

Assumption 1:   Safety/security & compliance = productivity

Assumption 2:   Silos suboptimize productivity

Assumption 3:   Security blanket in silos but false security

Basis   Different approaches to similar work create institutional confusion

- Culture of LLNL was "teams of teams" to provide mission focus and flexibility
- "Teams of teams" can lead to silos
- Silos are expensive and create confusion at the worker level

LLNL Transition Challenges

- Transition combined two distinct cultures with LSO/HQ objectives

Incumbent Team
- If it isn't broken, don't fix it
- Are you committed to the Lab or just passing through?
- Can't change until you fully understand how we are unique
- Nonprofit
- Work Smart Standards

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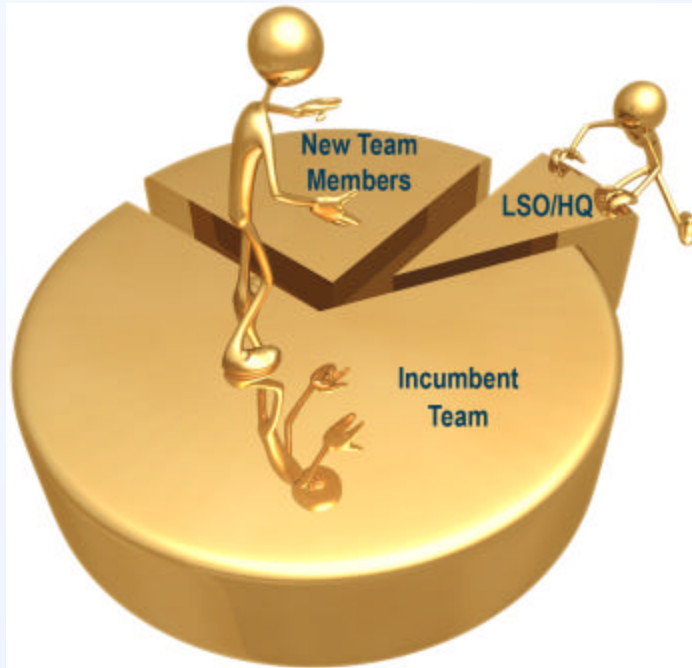

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New Team Members
– On a mission
– Clear contractual incentive to change
– Corporate mandate to change
– "Change is healthy" paradigm
– For profit
– Appendix G. A & B

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LSO/HQ Objectives
– Better value
– More integration—sometimes very specific
– Systems that allow oversight versus micromangement = transparency

Integrated Culture and Management System

Integrating Systems for Recertification

- To get ISMS right, all management systems require integration – not solely safety

- Each DOE site evolved to individual models: some very integrated and others somewhat silo'd

- Each model had a purpose but funding pressure has driven a single purpose: higher value

- For ISMS recertification, new contractors must first verify that all underlying systems are functional and ready to be fully integrated

LLNL ISMS Implementation Structure
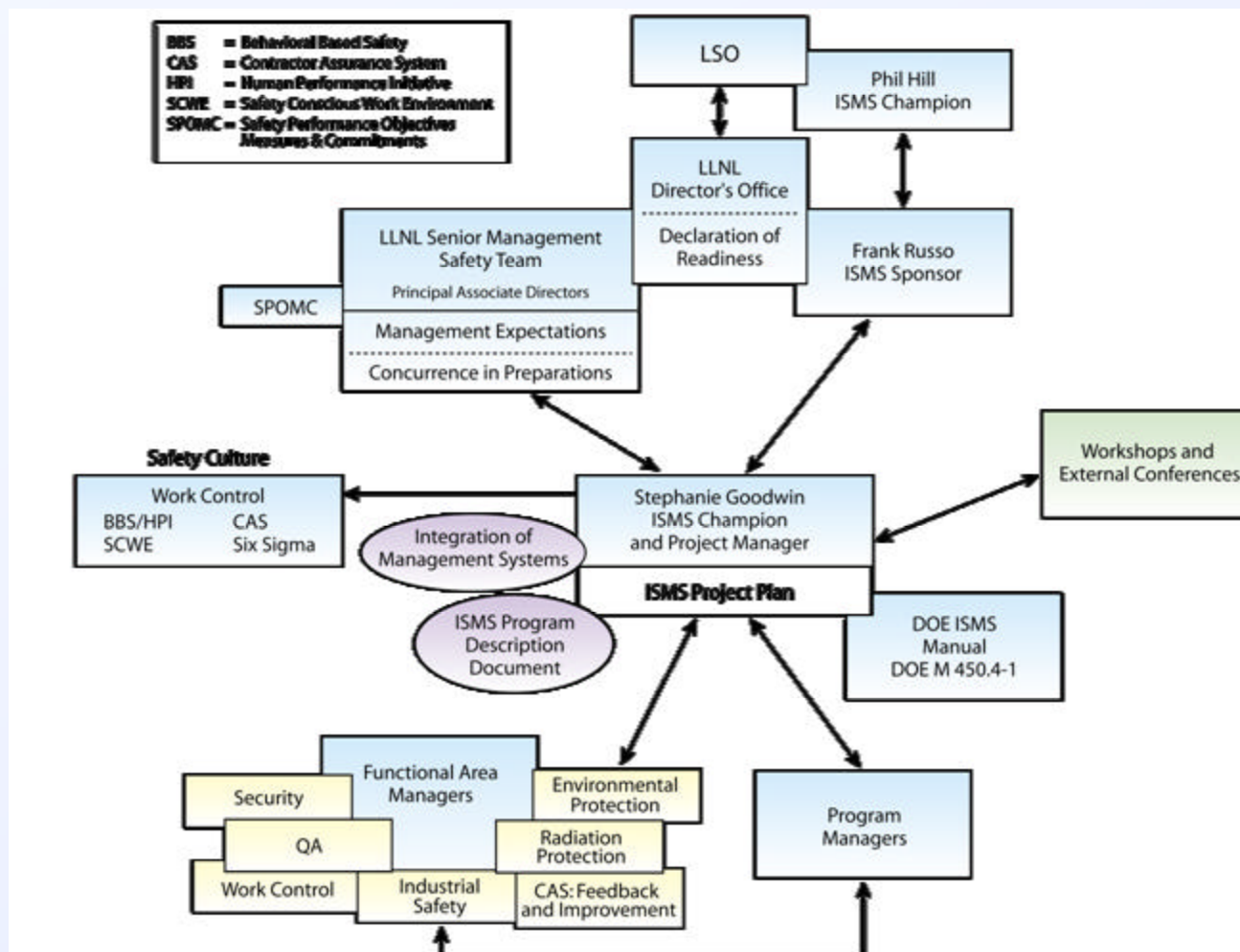
Lessons Learned to Achieve ISM

- Safety is only one element of systems integration. Systems integration must also include other elements including the following:

  – Quality
  – EVMS
  – Work control
  – Security
  – Conduct of engineering, operations, and maintenance
  – Contractor assurance
  – Functional management

- Timelines for recertification need to be established based on maturity of each individual element as opposed to picking a milestone date

LLNL Functional Areas

Budget, Finance, & Accounting
Business Services
Conduct of Maintenance*
Conduct of Operations*
Conduct of Research & Development*
Construction*
Contract Management
Contractor Assurance
Emergency Management
Environmental Protection*
Facility Engineering
Facility Management & Support Systems*
Information Technology
Internal Audits & Oversight
Legal
Material Distribution

Nuclear Operations*
Occupational Medicine
Packaging & Transportation*
Procurement
Project Management*
Property Management
Public Affairs
Quality Assurance*
Radiation Protection*
Safeguards & Security*
Site Restoration*
Strategic Human Capital Management
Training & Qualification
Waste Management*
Worker Safety & Health

*Functional Areas that perform under an institutional work control process tailored to the hazards inherent in the work.

LLNL ISMS Recertification Process

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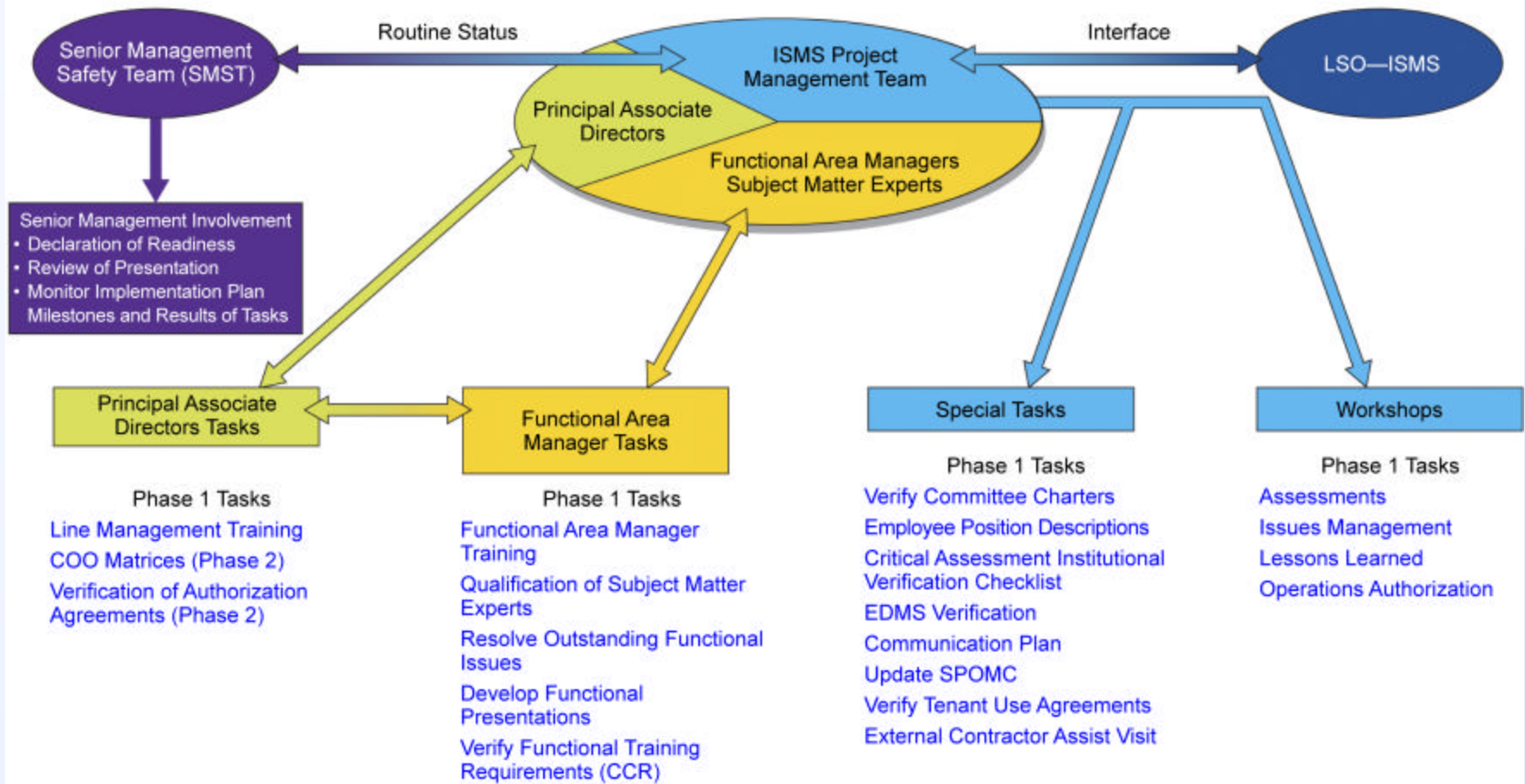
The Path Forward

- Functional versus administrative matrix
- Blend views of established incumbent team with views of new team members
- Recognize where we are and build a plan to meet IMS, not just ISMS
  - Budget realities
  - Organizational constraints
  - Maturity of systems